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ABSTRACT

This paper outlines a matrix approach to shared governance developed at Central Michigan University (CMU), designed to help faculty and administrators focus on specific decision areas and to define existing roles more clearly. The process began at CMU in spring 1998 with the formation of an ad hoc committee on governance which surveyed faculty and administrators on the issue of campus governance. After completing its work, the committee presented eight recommendations to the academic senate; these included: (1) having the ad hoc committee serve as an implementation committee to devise a plan to operationalize recommended actions; (2) agreement on roles and responsibilities of the Board of Trustees, administration, faculty, and students in shared governance; (3) improving communications; (4) establishing a team approach to planning and problem solving; (5) considering faculty input to decision making; (6) retaining the current decision making procedures unless they were formally modified; (7) requiring decision makers to communicate their actions/decisions; and (8) providing the university community with on-going education regarding decision making policies and procedures. Other sections in the paper cover discussions with and findings of the various participants in shared governance; and explain the roles and responsibilities matrix that was developed. The completed matrix is appended. (CH)

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A Contemporary Matrix Approach to Defining Shared Governance
AAHE National Conference
March 29, 2000 (cancelled)

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I. Abstract

An underlying problem for many institutions experiencing difficulties with shared governance is often a lack of meaningful dialogue focused on differentiating the specific levels of involvement for stakeholders in decision-making on campuses. It is important to establish a process for open inquiry that is non-threatening, objective, inclusive, and one that culminates in an agreed upon operational definition of shared governance and the roles played by each group. The fundamental premise of the matrix approach is that decision-makers can be led through a systematic process of examining areas of responsibility and decision making resulting in a functional document that will serve the institution as a roadmap for shared governance. The matrix approach is a useful methodology to help faculty and administrators focus on specific decision areas and to define existing roles more clearly. It is not intended as a vehicle to solve basic differences of opinion regarding governance issues; however, the approach cah be useful in identifying areas of disagreement. The information presented in this paper provides the reader with an explanation of how the matrix approach was developed involving several key stakeholders on campus

II. Senate Ad Hoc Committee on Governance

In the spring semester of 1998, the Committee began its study of governance by discussing and reviewing faculty and administrative perspectives on governance at CMU, current studies on university governance, the "AGB Statement on Institutional Governance," and relevant reports and survey results which provided insight into the campus climate and issues related to governance. The Committee also conducted a brief and preliminary survey of all regular faculty and academic administrators on the issue of campus governance. The findings were not statistically significant (only a 10% return). Nevertheless, the "snapshot" impressions disclosed in the responses did support the findings from an earlier NCA report, as well as previous reports and survey results dealing with governance issues on the CMU campus since 1994.

In the fall of 1998, the Committee arranged for a more thorough and timely survey designed with assistance from the Center for Applied Research and Rural Studies (CARRS). The response rate was 93% of those contacted by CARRS, which was 66% of the targeted group. (CARRS was unable to reach all of those in the targeted group which consisted of 639 full time faculty and 37 senior administrators and academic directors. Responses were obtained from 418 faculty and 28

administrators). Student input was also sought by focus group interviews with student leaders and from students' responses to relevant questions in the 1999 Institutional Student Survey.

Based on its work, the committee arrived at eight recommendations which it presented to the Academic Senate on February 16, 1999. At the senate and in an open forum, suggestions were solicited for the implementation of those recommendations. These suggestions were added to the recommendations, the background information and research findings and presented in a final Senate Ad Hoc Committee on Governance Report in May 1999. As a result of the Committee's study and deliberations over the past year, consensus was reached on the following recommendations:

1. The Ad Hoc Committee on Governance should serve as an Ad Hoc Governance Implementation Committee to devise and implement a plan to operationalize the recommendations set forth below.

2. Devise and agree on the current roles and responsibilities of the Board of Trustees, Administration, Academic Senate, faculty and students in shared governance.

3. Improve the communication environment in order to build mutual trust.

4. Establish a team approach to planning and problem-solving.

5. Solicit and consider faculty input before decisions are made that have a direct impact on the academic area of the university.

6. Obtain commitment of the Board of Trustees and the Administration to adhere to current policies and procedures governing decision-making until or unless they are formally modified.

7. Require decision-makers to communicate their actions/decisions with rationales related to the mission of the university.

8. Provide on-going education for the university community regarding the agreed upon decision-making policies and procedures.

III. Implementation Committee on Governance

A. The members of the original Senate Ad Hoc Committee on Governance moved into the second stage of its work as the Ad Hoc Governance Implementation Committee. Beginning in the summer of 1999, committee members collected data on the various participants in shared governance, i.e. the Board of Trustees, Administration, Academic Senate, Faculty Association, and Students:

1. Board of Trustees

A Board of Trustees Workshop was held on July 8, 1999. One of the agenda items was a review of the Senate Ad Hoc Committee on Governance Report. The Report and its recommendations were endorsed by the Board of Trustees. The Board of Trustees current Charter and By-laws were reviewed for their roles and responsibilities. The authority retained by the Board and the responsibilities delegated to others were identified and brought back to the Implementation Committee by the Trustee representative. That information was then incorporated into the "Roles and Responsibilities" Matrix.

The Board is currently in the process of reviewing and consolidating its Charter and Bylaws into a single document. The ultimate goal is to document, codify, and harmonize the shared governance roles and responsibilities of the university.

2. Administration

The Provost met with the Council of Deans to solicit input regarding the types of academic decisions in which they are involved. The deans provided a long list of decision areas to be considered for inclusion into the matrix. Many of the decision areas recommended by the deans are covered under the provisions of the union contract. The Provost's administrative staff also provided input into the academic decision areas. The administrative groups were not involved in the process beyond providing the initial input for the list of decision areas to be considered by the Ad Hoc Implementation Committee on Governance.

3. Academic Senate and Faculty Association

Three faculty committee members met throughout the summer to gather and review information relevant to the roles and responsibilities of the Academic Senate and Faculty Association. To identify the roles and responsibilities of the Academic Senate, the committee members examined the Academic Senate Constitution, Academic Senate Policies and Procedures, and the document entitled "Academic Senate Standing Committees and Other Committees to which the Senate Elects [Members]" which describes each committee and its charge. To identify the roles and responsibilities of the Faculty Association, the 1996-1999 Agreement of Central Michigan University and the CMU Faculty Association and the Letters of Agreement were reviewed. These findings were incorporated into the matrix by the Implementation Committee.

4. Students

The information gathered during the first phase of this study of shared governance on students' roles identified both formal and informal ways that students participate in governance. Their formal roles are primarily established through the Academic Senate which includes student senators and student membership on most Senate Committees. These roles were identified and incorporated into the matrix. The Implementation Committee acknowledged, however, that numerous informal and unofficial opportunities for students to influence decision making had been identified earlier that could not be appropriately included in this matrix, nor did it match the charge of this committee to attempt to treat that information in some other way. It does seems clear, however, that the next phase of this work on shared governance will offer an appropriate opportunity to make more effective use of the findings on students' opportunities for participation.

B. Roles and Responsibilities Matrix

1. Selection of a Matrix Format

The Committee was challenged by the task of organizing and presenting the data it had gathered in such a way that it would give a clear, thorough, and useful representation of how shared governance currently works at CMU. The goal was to identify the full range of participation in decision-making across a wide range of the kinds of decisions that constitute "shared governance." There are, of course, numerous responsibilities that rest solely with the Board of Trustees. There are also numerous responsibilities whic' the Board has delegated, in whole or in part, to other stakeholders. There are still other responsibilities that rest equally with the Board and other stakeholders. Thus, shared governance involves an often complex kind of decision-making that is not easily explained. To describe it accurately requires that the various decisions-making responsibilities be identified for each decision and for all of the relevant stakeholders. A matrix format was chosen as the clearest way to organize and present the detailed and complicated array of information.

2. General Categories of Responsibilities/Decisions

   a. Reserved to Board of Trustees

      Policies, procedures and other decisions reserved to the Board alone or in consultation with select senior administrators.

   b. Administrative

      Policies, procedures, and other decisions applicable to the general management of the university at all levels.

   c. Personnel

      Policies, procedures, and other decisions related to employment and performance of duties as members of the faculty, staff, and administration.

   d. Curricular

      Policies, procedures and other decisions related to academic programs and the teaching/learning process.

3. Stakeholders

   - Board of Trustees
   - President
   - Provost
   - Administration / Senior Staff
   - Academic Senate
   - Senate Executive Board
   - Senate Committees
   - Senate Representatives to Non-Senate committees – such as the Academic Planning Council
   - College – which may specify deans, college faculty, Dean's Advisory Council, faculty representatives of the college on various committees, or the college of Extended Learning
   - Department or Academic Unit
   - CMUFA
   - Students
   - Other – There are outside participants (beyond the stakeholders internal to the institution identified in the grid) that may influence decision-making. Such entries on the matrix include the State of Michigan, College of Extended Learning, Arbitrators, Faculty Formal Hearing Committee, and CMU Development Board.

4. Decision Making Responsibilities

   A – Approves/Ratifies/Vetoes
   D – Decides (this is the final decision when no "A" (Approval) is indicated)
   R – Recommends/Formal Input
   C – Consults/Informal input
   I – Is informed of a decision made by someone else
   M – Representative voting member

SHARED GOVERNANCE 1

	Responsibilities	Campus Decision Makers												
		Trustees	President	Provost	*Admin (Senior Staff)	Academ Senate	Senate Exec Board	Senate Comm	Senate reps to non Senate Comm	College	Dept or Academ Unit	CMUFA	Students	Other
Participants in Decision Making														
AAO	Affirmative Action Officer													
AS	Academic Senate													
APC	Academic Planning Council													
Arb	Arbitration													
Adv	University Advancement Division													
BOT	Board of Trustees													
Bus & Fin	Business and Finance Division													
CAD	Curricular Authority Document													
CMU	CMU Administration (for the purposes of this document)													
CMUFA	Faculty Association (Union)													
COD	Council of Deans													
Col Cm	College Committee													
Col Fac	College Faculty													
DAC	Deans Advisory Council													
Dev Bd	Development Board													
FFHC	Faculty Formal Hearing Committee													
Fc Rev Cm	Faculty Review Committee													
FPS	Faculty Personnel Services													
Other	All other stakeholders not listed													
P & T Cm	Promotion and Tenure Committee													
SGA	Student Government Association													
Decision Making Responsibility Levels														
A	Approves/Ratifies/Vetoes													
D	Decides (this is the final decision when no "A" (Approval) is indicated)													
R	Recommends/Formal Input													
C	Consults/Informal Input													
I	Is informed of a decision made by someone else													
M	Representative voting member													
Note														
*	President and Provost included in Admin. (Senior Staff)													

SHARED GOVERNANCE 2

	Responsibilities	Campus Decision Makers												
		Trustees	President	Provost	Admin (Senior Staff)	Academ Senate	Senate Exec Board	Senate Comm	Senate reps to non Senate Comm	College	Dept or Academ Unit	CMUFA	Students	Other
A.	**DECISIONS RESERVED TO BOARD OF TRUSTEES**													
1	Assessment of Board's performance (self audit)	D												
2	Assessment of President's performance	D												
3	Auditor appointment (outside auditor)	D			R									
4	Audit annual report, acceptance	D												
5	Budget, Financial management and fiduciary responsibilities	D	R		C									
6	COLLECTIVE BARGAINING													

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6a	Setting CMU parameters	D			R										
6b	CMU team selection		D		C										
6c	Reaching tentative agreement (contract)		D		R								D/C		D/C other unions
6d*	CMU/FA Collective Bargaining Agreements	A	D										A/D		
6e	Other Collective Bargaining Agreements	A	D		R										D/A other unions
7	Board of Trustees charter and bylaws	D													
8	Compensation of the President	D													
9*	Contracting Authority Policy, creation/revision of	D	R	C	C										
10*	Degrees, conferring of	A	D	R	R (Registrar)										
11*	Degrees, honorary	A	D	C											
12	Development Board bylaws, approval	A	D												D (Dev Bd)
13	Endowments, grants and gifts, decisions relating to (DeBruin/endnote)	D	R		C										
14	Institutional independence, preservation	D													
15	Intercollegiate programs, policies	D	R		C										D/NCAA Rules
16	Investment policies	D	R		C										
17	Lease authorization (over one yr. in length)	A			D										
18	Naming of facilities and memorials	D			R										
19	Sale/Purchase of real property, authorization	A			D										
20	Traffic fines and penalties, approval	D	R		C										
21	Tuition and general student fees affecting at least 50% of student body	D	R		C										
22	University's mission statement	A/D	R	R		R	C		R			C		M	
23*	University's long term strategic planning	A/D													
24	University's vision statement and objectives	A/D	R	C	C	C	C			C (Deans)		C			

*Endnotes - line #	
A 6d	Agreements reached at the bargaining table are subject to ratification by both the CMU Board of Trustees and the CMUFA Board of Directors. For this reason, an "A" appears on the grid under Board of Trustees, "D" appears under president, and a "A/D" appears in the CMUFA column.
A 9	A contract is any agreement between the University and another party, which is enforceable at law. The Board of Trustees, under Board policy, delegates the authority to execute contracts to others and requires that some contracts be approved by the Board itself.

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	*Endnotes - line #
A 10	Both Senate and Board policies state that the Board ratifies the list of graduates that has been certified by the registrar and accepted by the Academic Senate. According to actual practice, however, these lists are not being sent to the Senate for its acceptance.
A 11	In recent years, Honorary Degree recipients have been selected by the president with the approval of the Board of Trustees. The president no longer formally invites or involves Senate participation, although the Senate constitution states that the Senate "will recommend candidates for honorary degrees." In the past, recommendations were made through the Trustee/Faculty Liaison Committee.
A23/B 20	There has been a longstanding practice for the University president to have an advisory body which involved Senate representation. The University Planning Commission operated as an advisory body to President Plachta who chaired it. The Academic Senate chairperson, along with two students (one elected by SGA and one appointed by the president) and two faculty representatives selected by the president served on this body in an informal capacity, along with several university administrators and staff. After not calling a meeting for over a year, the president formally disbanded the Commission in July 1999.

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	Responsibilities	Campus Decision Makers													4
		Trustees	President	Provost	Admin (Senior Staff)	Academ Senate	Senate Exec Board	Senate Comm	Senate reps to non Senate Comm	College	Dept or Academ Unit	CMUFA	Students	Other
B.	**ADMINISTRATIVE MATTERS**													
1*	ACADEMIC DIVISION ALLOCATION OF RESOURCES													
1a	Divisional resources, allocation of			D	R/C					C (Dean)				
1b	College resources, allocation of									D (Dean), C (DAC)				
1c	Departmental resources, allocation of										D			
2	ACADEMIC DIVISION STRATEGIC PLANNING (SEE ALSO D1&D4)													
2a	Divisional	I	A	D	C	C	C			C	C			
2b*	College			C						D (Dean), R/C (DAC)				
2c*	Department/Academic unit									C (Dean)	D/R			
3	ACADEMIC ORGANIZATION AND NAME CHANGE, POLICY													
3a	Amend policy	A	R			D							M	
3b	Application	D	R			R				R	R		M	
4*	BUDGET													
4a	**Budget restructuring committee**			D	R(Quality & Budget Comm)							R(Quality & Budget Comm)		
4b	**Budget Review Committee**		D	R		R			M (APC)					
4c	**New initiatives budget requests (Academic Division)**		D	R	R				R (Dean), M(APC)					
4d	**Capital projects**	A	D	R	R									
5	Chartered schools, authorization of	A			D (Exec Dir)					D (EHS Dean)				
6*	College goals, development of			A/C						D (Dean) R/C (DAC)	C			
7	BUDGET													
7a	**New initiatives and program degrees over $100,000**	A	D	R	R					C (Dean)				
7b	**Capital projects over $100,000**													
7 c	College operating budget, management of			C	C					D (Dean) C (DAC)	C (Chairs)			
8*	College procedures (formal), development of									D (Dean) R (DAC)	R or C			
9*	DEPARTMENT BYLAWS													
9a*	Contract provisions regarding	A	D		R							D/A		
9b	Creation/revisions			A/R	C					R (Dean)	D			
10	FEES													
10a	Fees, student technology (allocation of revenue)				D					M				Tech Planning Bd
10b	Fees, general course-related (establishment of)		A/C	D	R					R (Dean)	R			
12	PBS													
12a	Funding	A	D		R									
12b	Program scheduling				D	C	I	C						

*See endnotes

	Responsibilities	Campus Decision Makers													5
		Trustees	President	Provost	Admin (Senior Staff)	Academ Senate	Senate Exec Board	Senate Comm	Senate reps to non Senate Comm	College	Dept or Academ Unit	CMUFA	Students	Other
B.	**ADMINISTRATIVE MATTERS - continued**													
13	SENATE COMMITTEES													
13a*	Selection of representatives				D	D	R (Cm on Comm			C	C		C (SGA), /M	Ex Officio
13b*	Action on reports/recommendations				C	D	C	R/D					M	
14	Senate Constitution, changes to	A	R			R				D/R (Fac)			M	
15	Senate policies relating to faculty				R	D		R	R				M	
16*	Students, Academic Policies				R	D		R					M	
17	Students' Rights, Responsibilities, and Disciplinary Procedures, Code of	A			D	R							M	
18	Technology Planning Board			A	D					R (Dean)	C			C (Bus&Fin, Adv Reps)

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	Endnotes - line #
B 13a	Senate committees may be standing or ad hoc. A senate-approved charge specifies each committee's composition and the method (most often senate election) by which members are selected. Almost all committees include faculty members. Most include students and administrators (ex officio, by provost appointment, and/or representing particular groups). A few include alumni or members of the larger community.
B 13b	A senate-approved charge specifies each committee's responsibility and authority. Subject to appeal, committees make some final decisions. On many issues committees make recommendations to the Academic Senate which may then take formal action on these recommendations. If approved, some may require further approval by others such as the provost, president, BOT, and in limited cases the CMUFA.
B 16	Academic policies relating to students are published in the CMU *Bulletin*. Those which the Senate has created/revised include, although are not limited to, the following: Missed Class Policy, credit/no credit options, Student Grade Grievance Policy, Student Curricular Appeal Process.
B 19	University calendar changes, under the *Agreement*, may be subject to negotiations between CMU and the CMUFA, if the change, for example, affects the starting and/or ending dates of the fall or spring semesters, summer sessions, or official university recesses. Other changes involving only class times or days are subject to discussion and recommendation by the Academic Senate. CMU must give due weight to Senate recommendations prior to implementing any changes.
B 20/A 23	There has been a long standing practice for the University president to have an advisory body which involved Senate representation. The University Planning Commission operated as an advisory body to President Plachta who chaired it. The Academic Senate chairperson, along with two students (one elected by SGA and one appointed by the president) and two faculty representatives selected by the president served on this body in an informal capacity, along with several university administrators and staff. After not calling a meeting for over a year, the president formally disbanded the Commission in July 1999.

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	Responsibilities	Campus Decision Makers												
		Trustees	President	Provost	Admin (Senior Staff)	Academ Senate	Senate Exec Board	Senate Comm	Senate reps to non Senate Comm	College	Dept or Academ Unit	CAMUFA	Students	Other
C.	PERSONNEL MATTERS													
1	ADMINISTRATIVE SENIOR OFFICERS, APPOINTMENT/SELECTION													
1a*	President	D			M (Admin Rep)		M (Chair and Chair Elect)						M	(University Comm) M (Alumni Rep) M (Community Rep)
1b	Provost and Vice President for Academic Administration		D		C	C	C							R (Screening Cm)
1c	Deans		D	R	M					M (Other deans)	M			R (Screening Cm)
1d	Other academic senior officers		D	R	M					M (Fac Reps)				R (Screening Cm)
1e	Other non-academic officers		D		R									R (Screening Cm)
2	ADMINISTRATIVE SENIOR OFFICERS, ASSESSMENT OF													
2a	President	D												
2b	Senior Officers for President's Office (Athletics, Campus Outreach		D											
2c	Provost and Vice President for Academic Affairs		D											
2d*	Deans			D							C (Fac)			
2e	Associate Deans				D									
2f	Assistant Vice President for Academic Affairs			D										
2g	Assistant Vice President for Academic Administration			D										
2h	Assistant Vice President for Curriculum and Assessment				D									
2i	Assistant Vice President for Information Technology			D										
2j	Assistant Vice President for Institutional Diversity			D										
2k	Special Assistant to the President/Detroit Outreach			D										
2l	Vice President and Chief Financial Officer		D											
2m	(AVP's) Senior Officers for Business Affairs (Financial Services, Human Resources and Staff, Residence and Auxiliary Services, Facilities Management, General Counsel)				D									
2n	Vice President for University Advancement		D											
2o	Associate Vice President for Public Relations				D									
2p	Vice President for Governmental Relations - new position/vacant		D											
3	AFFIRMATIVE ACTION													
3a	Nondiscrimination Policy	A/D	C		C									
3b*	Equal Opportunity and Affirmative Action Protocol		D	C	R/C	C	C	C		C	C	C	C (SGA)	Entire campus comm
3c*	Affirmative Action Plan (annual utilization analysis, goals & timetables)				D/C					C(Dean)				
3d	Affirmative Action Plan Advertisement Statement		D		R									
3e	Affirmative Action Council, functions		D		M						M (fac)		M	
3f*	Affirmative Action Council, structure		D											

*See endnotes

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	Responsibilities	Campus Decision Makers												8
		Trustees	President	Provost	Admin (Senior Staff)	Academ Senate	Senate Exec Board	Senate Comm	Senate reps to non Senate Comm	College	Dept or Academ Unit	CMUFA	Students	Other
C.	**PERSONNEL MATTERS - continued**													
4	DEPARTMENT CHAIRS													
4a	Contract provisions	A	D	R	R							D/A		
4b	Selection/appointment			A						D (Deans)	R			
5	Faculty benefits - contract provisions	A	D	R	R							D/A		
6	FACULTY DISCIPLINE													
6a	Procedures - contract provisions	A	D	R	R							D/A		
6b*	Decisions			D/I	R					D/R (Deans)		I		
7*	FACULTY GRIEVANCES - CONTRACT PROVISIONS													
7a	Policy and procedures	A	D	R	R							D/A		
7b	Resolution of contract grievances													
8*	FACULTY GRIEVANCES - SENATE POLICY													
8a	Policy and procedures	A				D	R						M	
8b*	Resolution of grievances		A					R						D (Arb) D Senate FHC)
9	FACULTY LEAVES OTHER THAN SABBATICALS													
9a	Contract provisions	A	D	R	R							D/A		
9b	Decisions			A	C					D (Dean)	R			
10	FACULTY REAPPOINTMENT, TENURE AND PROMOTION													
10a	Contract provisions	A	D	R	R							D/A		
10b	Decisions regarding applicants	A		D	C					R (Dean) R (P&T CM)	R			
11	FACULTY REDUCTION/LAYOFF POLICY													
11a	Contract provisions	A	D	R	R							D/A		
11b	Decisions (application)			A						C (Dean)	D			
12	FACULTY SABBATICALS													
12a	Contract provisions	A	D	R	R							D/A		
12b	Decisions regarding applicants	A		D						R (Dean) R (Col Cm)	R			
13	REGULAR FACULTY, APPOINTMENT AND REAPPOINTMENT													
13a	Position authorization - tenure-track positions			D	C					R (Dean)	R			
13b	Position authorization - coaches		D		R (Ath Dir)									
13c	Position ad				C (FPS) A (AAO)					D (Dean)	R			
13d	Search process									C (Dean)	R			
13e	Selection													
13f	Letters of appointment - contract provisions	A	D	R	R							D/A		
13g	Letters of appointment (content of)			D	C					R (Dean)	C			
13h	Reappointment decisions			D	C					R	R			

*See endnotes

	Responsibilities	Campus Decision Makers												9
		Trustees	President	Provost	Admin (Senior Staff)	Academ Senate	Senate Exec Board	Senate Comm	Senate reps to non Senate Comm	College	Dept or Academ Unit	CMUFA	Students	Other
C.	**PERSONNEL MATTERS - continued**													
14	FACULTY WORKLOAD													
14a	Contract provisions	A	D	R	C (FPS)							D/A		
14b	Workload adjustments									A (Dean)	D			
15	INTERNAL RESEARCH GRANTS													
15a	Diversity and technology grants			I	D	I								
15b	FRCE, FTPD, Research Professor			I		I		D						
15c	Faculty International Development Grants (DeBruin)													

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	Endnotes - line #	10
C 7	Faculty grievances are processed under either the *Agreement* or the Senate's "Procedures for Handling Matters of Professional Concern." The collective bargaining agreement between CMU and the CMUFA provides for binding arbitration for grievances arising out of alleged violations of the *Agreement*. In contract grievances dealing with a denial of tenure or promotion, the grievance may make an election to refer the grievance to binding arbitration or, instead, to a contractual Faculty Review Committee that makes a binding decision and operates under the guidance of an arbitrator. The parties to any grievance, however, have the power to reach a resolution without the need for a formal hearing and decision by an arbitrator or faculty review committee.	
C 8/C 23	The Senate grievance "Procedure for Handling Questions of Professional Concern..." involves the use of a faculty hearing committee (without the assistance of an arbitrator) to conduct a formal hearing and to render a binding decision when the parties are unable to resolve the matter themselves. This is the only grievance procedure available to temporary faculty.	
C 8b	A standing committee, University Grievance Review Committee decides only *if* a grievance is not frivolous, in which case it empanels a randomly-selected Formal Hearing Committee (8 faculty) to decide the case. The President either approves the decision or remands it for rehearing.	
C 16	Monetary Awards. The *Agreement* provides that any new or revised university monetary awards are to be recommended by the Academic Senate, subject to ratification by both the CMU Board of Trustees and the CMUFA. In the case of new or revised college monetary awards, CMU and the CMUFA have agreed on the process, but implementation is to be determined by departments/units as specified by the *Agreement*.	
C 16d	Membership on the Committee is as follows: Dean, College of Graduate Studies, and one representative each from the Senate Executive Board, Research Excellence Fund Committee, Faculty Research Creative Endeavors Committee, Research Professorship Committee, Office of Institutional Diversity, College of Business Administration, College of Humanities and Social and Behavioral Sciences, College of Health Professions, College of Communication and Fine Arts, College of Education and Human Services, and College of Science and Technology.	
C 19c	By contract between CMU and CMUFA a CEL Review Committee is created to consider appeals of regular faculty not assigned to a CEL course, of CEL wanting to hire a particular faculty member, and to settle selected disagreements between CEL and a department about course offerings.	
C 21	Teaching/non-teaching overload refers to on-campus assignments that are voluntarily assumed in addition to one's regularly assigned duties during the fall or spring semester. Compensation for the overload is conditioned on the approval of the department/unit chairperson and the relevant dean and is governed by the *Agreement*.	
C 22	Supplemental/professional activities may include voluntary on-campus teaching or non-teaching assignments during the summer, voluntary teaching assignments off-campus for CEL anytime during the calendar year, and/or other non-teaching professional activities. Supplemental activities are subject to the limitations imposed by the relevant provisions of the *Agreement*.	
C 23/C 8	The Senate grievance "Procedure for Handling Questions of Professional Concern..." involves the use of a faculty hearing committee (without the assistance of an arbitrator) to conduct a formal hearing and to render a binding decision when the parties are unable to resolve the matter themselves. This is the only grievance procedure available to temporary faculty.	

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	Responsibilities	Campus Decision Makers												
		Trustees	President	Provost	Admin (Senior Staff)	Academ Senate	Senate Exec Board	Senate Comm	Senate reps to non Senate Comm	College	Dept or Academ Unit	CMUFA	Students	Other
D.	CURRICULAR MATTERS													
1*	Academic freedom issues (other than grievances					D			R				M	
2*	ACADEMIC PLANNING COUNCIL (APC),													
2a	Charge, composition, and operating procedures			D		C	C		R	R (Dean)				
2b	Academic Planning Council Senate representatives, election of					D							M	
2c	Academic Program discontinuation			R		A		D	R (APC)	C/I	C/I		M	I (State)
2d*	Academic Program Review			D					R (APC)	R (Dean)	R			
2e	New Academic Programs			D	M (APC)				M (APC)	R (Dean)	R			
3*	Approval of new academic programs after APC	A (Degrees)				D		R		R	R/C		M	A (State)
4	Approval of other curricular actions					D		R		R	R		M	
5*	CEL CURRICULAR ACTIONS, APPROVAL (FOR EXISTING COURSES)													
5a	Course formats										D			D (CEL)
5b	Courses offered										I			D (CEL)
6*	Board of Visitors recommendations, approval			I	I	D	C	R		C (CEL)	I		M	
7*	Curricular Authority Document, approval of				C	D	C	R					M	
8	Degrees, establishing requirements	A				D		R		R	R		M	A (State)
9	Promote education enrichment outside classroom (via Senate Committees)			I	C	I		D					M	
10	STUDENT ADMISSION/RETENTION, STANDARDS (COLLEGE)													
10a	Senate policies				C	D		R					M	
10b*	All other university wide policies	A/D	D/R	D/R	R	I	C							
10c	Standards					D		R		R (DAC or Comm)				
10d	Admission caps			D	C	I				C	C			
11	STUDENT OUTCOMES ASSESSMENT (PROGRAM)													
11a	Policy				C	D		R					M	
11b	Implementation			I	C	I	I	A/R		C (Dean)	D		M	

*Endnotes - line #

D 2/B1 The Academic Planning Council (APC), an advisory body to the provost, reviews academic programs, accreditation reports, and other new initiatives for possible funding. Six faculty Senate representatives and the deans provide formal input via balloting on various proposals. The operating policies and procedures of the APC are determined by the provost and are subject to change at the discretion of the provost. Implementation plans should be included with new initiative proposals. The implementation plan of a curricular proposal may involve resource implications which are discussed by the Academic Senate as part of the curricular approval process.

D 2c If a proposal to delete a program originates outside the department housing the program or outside a department substantially affected by the program, the Curricular Authority Document requires treating the proposal as an Advance Notice item. A curricular body receiving such a proposal must notify the affected department(s). If the curricular body receives a protest within 14 days it must hold a hearing at which all sides present their positions. The curricular body may then recommend action. If such a proposal would result in dissolution of a college, school, department, or academic unit, the Policy on Academic Organization (B3b above) takes precedence.

D 2d The term "academic programs," for purposes of this document and grid, is broadly defined to cover all degrees, majors, minors, concentrations, graduate options, and graduate emphases.

D 3 Approval of new programs and degrees must be obtained from the CMU Board of Trustees in cases where the projected cost of the proposal exceeds $100,000.

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	Endnotes - line #	12
D 5	CEL (College of Extended Learning) offers degrees, programs, and courses primarily to non-traditional students. Curricular proposals for CEL offerings are subject to the requirements of the Curricular Authority Document and must be approved through the Senate's curricular review processes.	
D 6	The Board of Visitors (BOV) is a Senate committee charged with conducting a review of CEL and its programs every five years. The Board of Visitors submits its report and recommendations to the Academic Senate for possible discussion and action. Implementation of the approved recommendations is the responsibility of the Assistant Vice President for Academic Affairs.	
D 7	The Curricular Authority Document establishes and governs the university's curricular processes for the creation and approval of all curricular programs, degrees, and course offerings, whether on or off campus. Proposed revisions to this document are subject to approval by the Academic Senate.	
D 10b	The Board establishes broad institutional policy which may affect student admissions and retention. For example, the Board provides guidance to the Administration through Board approval of the "University Vision Statement and Key Objectives." Other issues relating to university wide-standards for student admissions and retention are matters for Senate consideration. However, conflict exists between current institutional procedures and Senate constitution.	

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